Library of Congress

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Library's MAP Committee Issues Its Recommendations

Librarian of Congress James H. Billington receiving the MAP Committee's recommendations from its chair, Ellen Hahn, on November 29.

A major milestone in the plan of Librarian of Congress James H. Billington to revitalize the Library of Congress has just been reached with the release of the recommendations of the Management and Planning (MAP) Committee.

The committee, consisting of 27 Library of Congress staff members, worked for 11 months on the recommendations which it presented to The Librarian on November 29. The document consists of 108 recommendations planned to be among the topics of discussion at a retreat for the Library's senior managers on December 1-2.

The purpose of the review by the internal MAP Committee and representatives of outside users was to examine the Library in a comprehensive fashion in order to serve the Congress and the nation better as the Library prepares for its bicentenary in the year 2000.

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Input to The Librarian's year-long review of the Library came from congressional Members and staff; from the national community, including a National Advisory Committee, which was composed of librarians, publishers, educators, representatives of business and industry, and government officials; as well as from persons present at ten forums held around the country—in Pittsburgh, Pa.; Philadelphia, Pa.; La Crosse, Wis.; Fort Lauderdale, Fla.; Oakland, Calif.; Denver, Colo.; New Orleans, La.; Sacramento, Calif.; Omaha, Nebr.; and Providence, R.I. An additional element of this process has been the review of a management consultant firm, Arthur Young, Inc., which will also present its findings at the retreat.

A summary of the 108 MAP Committee recommendations is listed below, along with the proposed vision statement drafted by the committee in the first phase of its work in June.

The recommendations are grouped around the five initial charges made to the committee by Dr. Billington: (I) to analyze ways to increase the Library's administrative efficiency and economy, including providing for greater job satisfaction for the Library's staff; (II) to improve methods for selecting, cataloging, preserving, and maintaining the Library's collections; (III) to increase and deepen the direct scholarly use of the Library of Congress; (IV) to improve the Library's service to the Congress and other government agencies, including the judicial and legal communities; and (V) to broaden and rationalize the Library's national library service to its external constituencies.

The MAP committee's recommendations do not represent the conclusion of the review. The committee was charged to produce not a product but a process, and thus the report is a working document which will be useful as a tool to stimulate thinking, generate discussion, and establish in the Library a continuing process of self-examination, planning, and progress.

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Bruce Tapper, Editor

The Library of Congress In the Year 2000: A Vision

Proposed by the Management and Planning Committee, June 29

Mission

Knowledge will forever govern ignorance: and a people who mean to be their own governours, must arm themselves with the power which knowledge gives.

Madison's words contain the principle basic to the Library's obligation to the American people and their representatives. A democratic republic must foster a healthy zeal for open expression and innovative solutions. Therefore, because an informed populace and its legislature are the basis for a sound government and a vibrant society, the Library actively and aggressively supports and encourages access to and the creative use of recorded knowledge.

With its extraordinary resources, the Library is in the unique position to be both catalyst and participant in the intellectual process that transforms information into knowledge, and knowledge into wisdom. In an ever-changing, technologically complex, and issue-oriented world, the Library of Congress, the national library of the United States, supports, strengthens, and advances the intellectual and cultural foundations of American life.

The Library of Congress:

☐ provides analysis, research, reference, and unique services in support of the Congress;

☐ develops, organizes, maintains, and serves collections that comprehensively document the life, history, and creativity of the American people and that extensively reflect the worldwide advancement of art and science, thought and knowledge;

☐ provides appropriate research, bibliographic, and information services to government and the private sector, scholars, libraries, and the general public, including blind and physically handicapped readers;

☐ provides leadership in programs to enhance library service throughout the country and in a national information system that coordinates the country's diverse information resources and networks; and

☐ promotes creativity through the protection provided by the copyright law and through other projects, programs, and alliances.

In support of its missions, the Library actively seeks public and private funding to meet its goals and to provide continuity in their execution.

Values

Underlying the operation of any organization are institutional values that define its culture and shape its actions. A responsibility of the

Library's leadership is to communicate these values to persons within and beyond the Library and to ensure that they are understood and used appropriately.

The seven values of the Library of Congress are:

☐ Service: The Library provides the best service feasible to its constituents and to the persons and organizations that comprise the Library itself.
☐ Quality: The Library provides the best quality feasible in every aspect of its activities, no matter how large or how small.
☐ Effectiveness: All Library activities are designed to accomplish its missions. Optimal results are achieved through efficient use of resources.
☐ Innovation: The Library constantly seeks, tests, and employs new and creative methods of improving its services and the use of its resources.
☐ Fairness: The Library is fair in its treatment of staff and users, and it respects all persons and takes measures to ensure equal treatment and opportunity in all of its activities.
☐ Participation: The Library encourages and supports widespread staff participation in the planning, implementation, and ongoing evaluation and improvement of its programs and activities.
☐ Staff Development: The Library ensures that it has the human resources appropriate to conduct its programs by encouraging and supporting staff excellence, and it takes measures to promote and foster superior performance, leadership development, individual growth, job satisfaction, and opportunities for career development.

Collections

The collections of the Library are unique in their nature and extent and their development, organization, preservation, and security are consistent with this uniqueness.

The Library develops collections in all fields (except clinical medicine and technical agriculture), in all languages, and in a variety of formats. The Library clearly and formally articulates its collection development philosophy and acquisition policies and procedures in order to ensure consistency and continuity and to use its resources effectively.

The Library's cataloging and related bibliographic activities are focused on materials within the collections in pursuit of the primary objective of making all of them known and accessible to users in a timely and useful manner. The Library adheres to appropriate national, international, and internal standards.

The Library's collections are housed and preserved in suitable, controlled, and secure environments. The Library aggressively applies appropriate preservation mechanisms to each and every collection it has or acquires. While maintaining a balance between user needs and the need for security and preservation, the Library is energetic and vigilant in assuring that its collections are protected from harm and employs physical measures and procedural controls to protect them.

Services

The Library of Congress provides its services swiftly, surely, and courteously, when and where needed, to the Congress and to others for whom the Library is the best source.

Because an informed legislature is the keystone of a working democratic republic, the Library gives, as a first priority, responsive and farsighted support to the research needs of the Congress, including in-depth policy analysis.

The Library offers vigorous and responsive service to a wide spectrum of users both inside and outside its facilities through a variety of means. It has an appropriate hierarchical referral, reference, and research service based on an informed understanding of the full range of user requirements.

In response to the information needs of the nation, the Library provides customized services at a fee when such services would contribute to the Library's mission and could not otherwise be provided.

The Library has a well-established program for cooperatively building a national bibliographic database and provides continued and expanded national leadership in cooperation with the library community.

The Library promotes creativity through the effective administration of the copyright law and preserves the balance between those who create and those who use intellectual property by advising on the development of copyright laws.

Leadership

Under the aegis of the Congress, the Library exerts its leadership vigorously within and for appropriate national and international cultural, library, and information communities by:
☐ playing an increased role in developing or setting the standards in bibliographic, preservation, technical, and technological areas appropriate to its activities for the enhancement of library service throughout the country;
☐ coordinating and participating in a national network for transmitting and receiving collection content as well as bibliographic data;
☐ playing a strong role as an intellectual, informational, and cultural force through publications and such programs as exhibitions, conferences and seminars, and residencies and fellowships;
☐ forging partnerships with the profit and nonprofit sectors for the aggressive and creative development of new programs and resources; and
☐ championing the ideal of freedom of access to information.

Summary of Recommendations

This summary contains the major recommendations of the Management and Planning Committee. It takes into account ideas and suggestions received during the past 11 months from the Library's staff, members and staff of congressional committees, the National Advisory Committee, and librarians from across the country in a series of ten regional forums with The Librarian and members of the MAP Committee.

Charge I: How can the Library increase administrative efficiency and economy, including providing for greater job satisfaction for the Library's staff?

(1) Develop and implement an interactive online system to meet many of the administrative information/communication needs of basic services users and providers.

(2) Build systems for increasing responsiveness into current organizational structures.

(3) Increase administrative flexibility and accountability for service through broader position descriptions or other organizational changes.

(4) Evaluate existing systems to see if resources are adequate and whether simplification of procedures or improved office layout will improve service, to see if decentralization would be effective, and to see if privatization would be effective.

(5) Clarify line and staff responsibilities. Make line managers aware that they have authority, responsibility, and accountability through position descriptions, discussions of performance expectations, and performance appraisal. Evaluate staff personnel on how well they serve.

(6) Institutionalize a combination of centralized and decentralized end-user automation support.

(7) Hold managers accountable for determining costs, using them in decision-making, and making appropriate reports to higher levels of management; for reassessing operating costs on a recurring basis; and for justifying to their supervisors the continuation or termination of those practices, projects, and programs that are designated for regular examination.

(8) Create an institutionalized process for developing and implementing long-range plans for all areas of the Library's activities that will "drive" the budgetary process. Ensure that planning at all levels is a line responsibility. Involve lower-level line managers in every appropriate planning process and ensure that all managers are held accountable for attaining goals.

(9) Establish a mechanism for ensuring that space is planned from an agency viewpoint as an ongoing process and coordinated with staff at the operational level and appropriate support services.

(10) Develop and implement a single, institutionalized process for the identification, analysis, and resolution of systemic problems.

(11) Work to create a climate of trust and honesty by integrating, at all levels, the values in the mission statement into staff orientation, training, and performance appraisal.

(12) Establish a pilot consultative management program in a Library department or office with a minimum of 500 staff to determine whether this approach is feasible or desirable in a large department.

(13) Seek to establish effective and productive communication and problem-solving processes between labor and management.

(14) Commit to a viable Equal Employment Opportunity program.

(15) Establish a Pilot Staff Development Internship to enable selected Library of Congress staff who are in dead-end nonprofessional jobs to compete for technical or professional series positions with promotion potential.

(16) Develop pilot programs to provide job enrichment opportunities *inside* the Library by one or more of the following: (a) temporary transfer program; (b) job-family concept; (c) program to organize staff enrichment; (d) dual appointment in two areas; (e) project bank; or (f) sabbatical within the Library.

(17) Develop pilot programs to provide job enrichment opportunities *outside* the Library in one or more of the following: (a) external rotational assignments; (b) staff exchanges; (c) interns/visiting personnel; (d) establish a Library- wide project bank; or (e) establish a Librarian's discretionary fund.

(18) Develop pilot programs in one or more of the following areas to facilitate movement of unsuccessful supervisors into nonsupervisory positions when all parties are willing and, therefore, the disciplinary route is counterproductive and attaches undue stigma to the action: (a) appoint managers/supervisors on a two-year contractual basis; (b) appoint managers/supervisors on a one-year contractual basis at the same grade as the previous position; and (c) rotational supervisory positions.

(19) Develop a philosophy and mechanism for effective formal and informal recognition of individual contributions. Develop and provide a training program for supervisors to

encourage increased use of staff recognition activities.

(20) Assess the Library's experience with alternative work schedules to determine their impact on operations and agency objectives and on employee satisfaction.

(21) Improve the adverse action procedure by redefining the role of the reply officer, establishing time limits for reply, reducing the number of avenues for contesting adverse actions, improving coordination of offices advising on the process, and rewriting the regulation and guidelines.

(22) Make short-term improvements in the current performance evaluation system.

(23) Design a new evaluation system.

(24) Improve the management of training at the Library by (a) establishing a partnership between a centralized training office and the departments; (b) conducting a needs assessment survey to determine current and future training requirements; and (c) clarifying budgetary responsibility for Library-wide training programs.

(25) Develop an improved program of mandatory training for all supervisors.

(26) Provide adequate funding for training by (a) compiling data on the cost of formal in-house training provided by the Staff Training and Development Office, the departments, and other sources; (b) establishing a minimum goal of one percent of payroll for formal outside and in-house training costs in fiscal year 1991, two percent by fiscal year 1995, and three percent by the year 2000; and (c) considering establishing a fiscal year 1990 base for Library-supported training on an average per capita basis for outside training expenditures (hardware, off-the-shelf or custom materials, seminars, and outside services).

(27) Provide basic instruction on teaching techniques for every supervisor or other employee who is responsible for any form of on-the-job training.

(28) Improve and expand the orientation program to the Library to include orientation to the work unit, to the division, and to the department and the Library and develop a system that automatically assigns new employees to Library orientation without requiring supervisors to initiate paperwork.

(29) Link automation planning with automation training.

(30) Improve the work-study program.

Charge II: How can the Library improve methods for selecting, cataloging, preserving, and maintaining its collections?

(31) Make the virtual elimination of unprocessed arrearages of materials in the Library's collections a primary goal.

(32) As appropriate, continue to place parts of the Processing Services arrearages in the temporary custody of Research Services divisions until processing can be completed.

(33) Consider placing some unprocessed materials at other institutions where they would be processed and made available for use, subject to conditions established by the Library, but would remain the property of the Library.

(34) Require the preparation of an acquisition impact statement for contemplated extraordinary acquisitions.

(35) When appropriate, seek outside resources to assure the prompt processing of major gifts of materials for the collections.

(36) Consider the following options in determining the macro-organizational structure for collections development: (A) Make a single senior officer responsible for recommending and selecting functions that are performed throughout the Library of Congress. This will most likely require some form of matrix management. (B) Make the Collections Development Office responsible for policy only. (C) Make the Collections Development Office an operating unit and assign it additional resources. (D) Assign authority for development of the law collections to the Collections Development Office. (E) Determine whether a new administrative location is desirable for the acquisition functions of the Deposits and Acquisitions Division of the Copyright Office.

(37) Extend selection responsibilities to include recommending officers and other librarians.

(38) Establish the authority of field directors for selection decisions.

(39) Appoint staff in departments other than Research Services, National Programs, and the Law Library who have subject, language, or special-format expertise to serve as recommending officers.

(40) Provide more support for recommending officers and continue to use their special subject, language, and format knowledge.

(41) Investigate the possibility of joint appointments. For example, subject catalogers would spend a portion of their time performing reference functions, including recommending.

(42) Establish a dollar amount below which individual purchases do not

have to be approved by the Collections Development Office.

(43) Collect in areas and at levels consistent with current Acquisitions Policy Statements.

(44) Document, evaluate, and publicize within the Library all existing cooperative collection development agreements in which the Library participates.

(45) Identify certain areas in which the Library might engage in cooperative collection development and begin a pilot project with another institution to include sharing of bibliographic information, rapid document delivery, reference referral, cross-training of staff, and priority cataloging for items on agreed-upon subjects.

(46) Become full members of organizations involved in cooperative collection development activities in order to participate more fully in planning for resource-sharing activities.

(47) Identify areas for which cooperative collecting agreements can be reached with libraries outside the United States.

(48) Sponsor a conference for scholars, librarians, and representatives of major scholarly organizations to consider how changing research methodology and information demands are affected by and affect cooperative collection development, addressing both national and international concerns, as well as the role of the Library of Congress in these developments.

(49) Commit the Library to be a vigorous leader in implementing actions which will improve the effectiveness and efficiency of cataloging in general. Work aggressively within the field of technical processing professionals and organizations to generate interest in a fundamental reexamination of the purposes and practices of cataloging.

(50) Conduct a comprehensive survey of parties involved in the Cataloging in Publication (CIP) Program, to address such topics as uses and timeliness of CIP cataloging, representation of materials and publishers in the program, determination of cost of the program, sharing costs more equitably among participants, determination of the stage at which the record (CIP or full cataloging) is most useful to outside libraries and the Library of Congress, sharing the responsibility for CIP cataloging among a consortium of libraries, and regular review of the program.

(51) Develop and apply more effective approaches for the Library of Congress' management of the CIP Program.

(52) Consider the results of the multi-departmental review of the cataloging priority system (under way) when decisions are made concerning the following options: (A) Increase the staff of the Selection Office, both to provide broader linguistic competence and to provide more staff to examine the content of materials when assigning cataloging priorities. (B) Establish a mechanism for designating those subject and geographic areas which are of critical interest to the United States to receive timely acquisitions, cataloging, and related processing. Such subject areas would be considered high-need and would receive cataloging priority 1 or 2. (C) For all foreign publications, assign priority on the basis of content rather than language. Do not give preference to items in English. (D) Insulate CIP publications from the regular cataloging stream as much as possible, so that they do not interfere with other work.

(53) Adopt throughput time as a principal measure of the Library's success in materials processing and establish specific target times for types and priorities of materials. Establish and adhere to guidelines for the timely processing of nonbook materials which are acquired by the Library.

(54) Develop a data-copying capability to permit the on-demand appearance of COPICS information on MUMS, and vice versa, within the resystemization effort.

(55) Augment reference staff to allow reference librarians more time to work on compiling bibliographies as part of their regular duties.

(56) Solicit ideas for appropriate and useful topics from Congress, scholars, librarians, and other interested parties outside of the Library of Congress, perhaps associated with the Council of Scholars.

(57) Establish policies regarding the publication of bibliographies in the Library, to include standards and priorities.

(58) Establish a central source where staff could obtain help in technical, editorial, and production matters relating to the compilation and production of bibliographies.

(59) Increase the automated support for bibliography production.

(60) Consider preservation issues at each point at which readers, library staff, and materials come together.

(61) Institute a Library-wide education program providing staff with

information and guidance on preservation-related issues, emphasizing the responsibility of staff members at all levels to preserve the Library's collections.

(62) Address concerns about the environment in which the collections are placed.

(63) Immediately prepare institution-wide as well as departmental disaster plans.

(64) Implement the recommendations outlined in the *Report of the Task Force on Preservation Selection* [March, 1988].

(65) Allocate adequate resources to apply necessary preservation treatment (to include housing) when items and collections are acquired by the Library.

(66) Assign to the Preservation Office responsibility for providing overall direction for all preservation activities.

(67) Focus institutional attention on the special needs in the area of film, broadcasting, and recorded sound.

(68) Seek a management analyst's assessment of whether the Motion Picture, Broadcasting and Recorded Sound Division Laboratory best serves the Library in its present setting, should be made more independent, or should be placed within the sphere of the Preservation Office.

(69) Establish a Pilot Preservation Project with Optical Disk, designed jointly by staff in the Automated Systems Office and the Preservation Office, and scan a selected body of materials, which would normally be microfilmed, and store their digitized page images on optical disk to begin use of this medium for preservation.

(70) Allocate sufficient resources to conduct a microfilming program that responds effectively to both user and institutional needs.

(71) Encourage the Preservation Office, the Preservation Policy Committee, and Library staff generally to identify areas in which preservation research might be beneficial. Draft a long-term plan for such research, including resources required and plans for obtaining them.

(72) Continue to improve bibliographic control of preservation and access surrogates. Establish a register of document surrogates that could include locations for microforms, optical media, photocopies, and reprints.

Charge III: How can the Library increase and deepen the direct scholarly use of its resources?

(73) Establish a policy which promotes the use of the Library of Congress by scholars. Assess the hours the reading rooms are open and possibilities for change; the number of reading rooms and possibilities for consolidating some of them; staffing requirements and possibilities for reducing staff on duty and having them available on call or by appointment so as to free time for collection development and publishing activities.

(74) Establish a centralized computer-based registration system for readers and an orientation facility with staff to register patrons and help them develop work plans.

(75) Create a new facility near the Library's main traffic flow that would provide an abbreviated service for those whose research needs do not require full use of Library of Congress facilities.

(76) As the policies are implemented and resources freed up to strengthen services to scholars, increase efforts to communicate the Library's services in a focused way to scholarly organizations, institutions of higher learning, and professional associations to attract scholars to the Library.

(77) Provide the support necessary so that appropriate Library of Congress staff can function as "scholar-librarians."

(78) Establish joint ventures with scholarship programs to encourage researchers supported by the programs to conduct some of their work at the Library of Congress and expand the divisional academic intern programs.

(79) Expand the Council of Scholars and through it establish programs like rotating scholars-in-residence that provide advanced researchers experience with Library of Congress services and collections.

(80) Consider establishment of "centers for research," which would focus scholarly attention on parts of the collection not currently as well known, used, and supported as they should be.

(81) Enrich new catalog records with "free text" subject terms, for example, from tables of contents and other readily available sources.

(82) Create an integrated multi-script database that is capable of displaying, indexing, and sorting roman and non-roman bibliographic data.

(83) With the Collections Development Office, Processing Services, and Research Services working

together, conduct up to three pilot projects to test the effectiveness of the functionally integrated model in different collection environments.

(84) Assist scholars in finding affordable housing for their tenure at the Library of Congress.

Charge IV: How can the Library improve its service to Congress and other Government agencies, including the judicial and legal communities?

(85) Use a single inquiry-tracking system and data collection mechanism for all congressional requests in the Library.

(86) Create annual "Library of Congress and Your State" reports for distribution to the 535 congressional offices to enumerate non-Congressional-Research-Service services to each state.

(87) Broadcast programs on the congressional cable system which deal with foreign areas, folklife, the Library itself, or other cultural matters of general interest.

(88) Establish a position of Public Policy Scholar in Residence in the Congressional Research Service.

(89) Develop an online foreign-language bibliographic citation file.

(90) Develop a system for tracking and gaining bibliographic control over internal Library translations and translations available either in the Library's collections, from other institutions' collections, or commercially.

(91) Acquire the National Translations Center from the University of Chicago.

(92) Consolidate the foreign-language capabilities of the Congressional Research Service and the Federal Research Division in an expanded National Translations Center.

(93) Develop a strategic plan for completing class K and restructuring class JX.

(94) Develop a plan for fee-based services in the Law Library.

(95) Improve the efficient use of legal information resources by participating in formal and informal referral networks.

(96) Conduct a systematic evaluation of the foreign law collections for completeness, currency, and objectivity and consider repackaging this information for sale to other libraries.

(97) Form a separate advisory body as soon as possible for an expeditious review of organizational options for the Law Library, with a recommendation to be given to The Librarian by the end of the year.

(98) Redirect the Federal Research Division's research function from exclusively foreign-area studies to also include analysis of domestic subjects.

(99) Establish a fee-for-service element in the Library, tentatively called the National Center for Research and Analysis and transfer all Federal Research Division staff and functions to become the initial core staff of the center.

Charge V: How can the Library broaden and rationalize its national library service to its external constituencies?

(100) Establish a policy in which the Library considers the presence of visitors as a primary opportunity to fulfill its mission and provides a full range of services to the various classes of visitors who come to the Library of Congress.

(101) Develop a general, coordinated communications program to implement such programs as: (a) increasing activity in the area of broadcasting, publications, and other external communications; (b) rationalizing and enlarging the Library's scholarly publications and exhibits through focused series; (c) forming an associates or friends group to increase support for the Library; (d) continuing to refine and improve the handling of day-to-day public and press relations by changing the focus of the Information Office to emphasize press relations; (e) reinvigorating the traveling exhibit program; and (f) creating a national communications network with regional and local impact by supporting the full development of the States of the Nation program.

(102) Expand the present Educational Liaison Office to provide focus for a variety of activities in support of educational programs and consider the establishment of a separate special events unit.

(103) Establish a central, automated public inquiries unit to record and distribute questions mailed or phoned directly to the Library and those referred to the Library through a national reference network, of which the Library would be a key node.

(104) Implement a pilot project to evaluate the desirability, utility, and feasibility of increasing online access to the Library's files by other libraries.

(105) Revitalize the role of the Library in its relations with other libraries.

(106) Establish a center for research in library and information science.

(107) Develop an organizational focus for the development of international library service to include: (a) developing a strategic plan for the Library's international library programs; (b) obtaining increased funding for international travel; (c) broadening the program for the redistribution of international bibliographic records and increasing access to these records by Library staff and users; (d) developing and publicizing a clearly defined protocol for service to international borrowers or users; (e) developing criteria for determining at what point service cannot be provided free of charge; and (f) expanding the training programs and providing consultation services for the international library community.

(108) Place on optical disk potential high-use, high-value collections that are logical units to facilitate access to their contents and make these materials more widely available around the nation, as envisioned in the American Memory program.

NACO Meeting at ALA Conference in New Orleans

The Library of Congress/National Coordinated Cataloging Operations (LC/NACO) Participants Group Meeting was held in conjunction with the American Library Association Annual Conference in New Orleans, La., this past summer.

Suzanne L. Liggett, coordinator of National Cooperative Cataloging Projects, Library of Congress, chaired the meeting. She opened by congratulating all the NACO libraries for the completion of another successful year.

Ms. Liggett announced the addition of Ann Della Porta, Shared Cataloging Division, and Fred Protopappas, Descriptive Cataloging Division, to the NACO permanent staff. Both have one-year appointments, and along with NACO's other permanent cataloger, Joe Kaczorowski, Descriptive Cataloging Division, have NCCP (National Coordinated Cataloging Program) and LSP (Linked Systems Project) as their chief responsibility.

The State University of New York at Buffalo is the newest NACO participant, bringing the total of current participants to more than 40. Those participants have contributed a total of about 302,000 name authorities, 4,500 series authorities, and 70,500 bibliographic records. Some 39,000 authorities have been modified as a result of the project.

The project to convert the backfile of some 2,000 manual Government Printing Office (GPO) series authorities to machine-readable form has been completed as a joint GPO/Library of Congress effort. GPO is now contributing all of its new series to the automated database.

Dorothy J. Glasby, assistant chief, Serial Record Division, reported on recent CONSER (Cooperative Online Serials Program) activities. The Library Services Department of Chemical Abstracts Service had just been accepted as CONSER's first affiliate member. Affiliate members enhance already authenticated records and the Library Services Department will be doing this by adding CODEN abbreviations in field 030 and specific dates of coverage of serials abstracted in *Chemical Abstracts* in field 510.

The Serial Record Division, which is the CONSER operational unit within the Library of Congress, turned over responsibility for the name authority aspects of CONSER to the National Coordinated Cataloging Operations in the Descriptive Cataloging Division in May. This change freed staff in the Serial Record Division to concentrate on the bibliographic aspects of CONSER and allows also for the efficient review of authorities, as CONSER participants are phased into LSP. The Serial Record Division itself has become the second CONSER participant to contribute authorities via the OCLC LSP link (Indiana University being the first).

Sally McCallum, chief of the Library of Congress Network Development and MARC Standards Office, brought the group up to date on the Linked Systems Project and reported that seven groups had already been phased in and were contributing records. From RLG (Research Libraries Group): Yale University (6/87), Princeton University (9/87), University of Michigan (3/88). From OCLC: Indiana University (3/88), OCLC (3/88), Library of Congress Serial Record Division (5/88), University of Illinois (6/88). Through the end of June, 8,000 LSP records had been contributed to the Library of Congress file—1,200 of which were changes. Distribution of authorities from the Library of Congress continues, with approximately 1,600,000 having been distributed to RLIN (Research Libraries Information Network) since August 1985, and 800,000 to OCLC since January 1987.

The next step at the Library of Congress is a reconsideration of workflow and quality review

problems in order to streamline procedures before adding more new participants.

Karen Calhoun, quality control librarian in OCLC's Online Data Quality Control Section, spoke both on behalf of the LSP system and as an active LSP participant, reviewing the history of OCLC's development of the system. OCLC provides training and documentation for its members in the use of the system as each new participant is phased in. Glenn Patton is the product manager of LSP at OCLC; he provides training, answers questions, establishes new accounts, and in general coordinates technical matters with the Library of Congress.

Ms. Calhoun also noted that OCLC's *Technical Bulletin* 182 outlines the scope and goal of OCLC's use of the system itself to initiate changes to records, largely to make corrections and to add references. Some new records are created in order to clarify headings or to resolve conflicts. These new records are coded as preliminary.

Nina Shapiro, head of the Slavic/Germanic cataloging team at Princeton University, described the Princeton experience with using RLG's LSP contribution system. The library is fully independent for the contribution of new and change records and its monthly production is about 900 new and 100 change records. It finds the RLIN system excellent. Except for Near Eastern languages, all new and copy cataloging receive NACO treatment; concurrently with this, cataloging production at Princeton was setting a new record, including an increase in the amount of original cataloging. Some 20 catalogers are involved in the creation of NACO records, along with eight non-professional staff. The professional staff catalogs online, but paper forms are produced for NACO, requiring slightly less than the full time of one high-level technical staff member to key the NACO work, which is then reviewed by someone at the professional level. Princeton is finding that for items not cataloged by the Library of Congress, NACO work is required in the ratio of one per 2.6 books; 75 percent of NACO records are routine and without references; only ten percent of the records are considered problems, and these are usually discussed in meetings.

Ed Glazier, bibliographic quality assurance specialist for the Research Libraries Group (RLG), described a very beneficial function that the RLIN LSP system is able to provide: identifying duplicates and conflicts. These are reported to the Library of Congress on a daily basis and thus assist the Library in cleaning up the file.

RLG is working to install the Library of Congress subject heading file as an adjunct file, and also to incorporate some changes to the names file, specifically a browse command and the capability to switch easily between the names and bibliographic files.

John D. Byrum, chief, Descriptive Cataloging Division, gave a review of the National Coordinated Cataloging Program (NCCP), whereby eight major research libraries are contributing their current cataloging to the Library of Congress bibliographic file. He said the Library is impressed with the results so far and is optimistic that the goals will be achieved, noting that there is a great potential for enriching the database on the part of the NCCP participants. The Council on Library Resources is providing a major portion of the funding for the project and is planning a comprehensive evaluation of the project.

Fred Protopappas, NACO, Library of Congress, described the intensive training that was provided by the Library to prepare the six new participants.

Ruth Tucker, acting head of the Catalog Department at the University of California at Berkeley, related its experience with NCCP so far, noting that NCCP has added to the university's commitment to national efforts and concerns. She reviewed both the frustrations and pleasures, noting that NCCP is so fully incorporated into Berkeley's workflow that it thinks of itself as as "LC West" and maintains a clock set to Washington, D.C., time in the NCCP work area. NCCP is viewed as the first step necessary to realize the goals of coordinated cataloging in the United States.

Phelix Hanible, head of the Monographic Cataloging Division at the University of Michigan, said that staff members there think that the large research libraries must work with the Library of Congress to build both the authority and bibliographic files, that the Library of Congress does not have the resources to do it all alone, and that others must share, especially as the Library of Congress' cataloging of overseas materials declines. NCCP will provide expanded coverage and the quality control necessary to the national database. Michigan benefitted from the training that the Library of Congress provided, from its direct access to MUMS, and its direct access to Library of Congress staff.

Catherine Garland, automated operations coordinator in the Special Materials Cataloging Division at the Library of Congress, and former music cataloger in that division, reported on the NACO project there. This is the project sponsored by the Music OCLC Users Group, originally called REMUS and now called the NACO-Music Project. Its purpose is to increase the number of music-related name and name-title headings in the authority file. A one-year pilot project began in February this year that involves both the music library at Indiana University and the Sibley Library at the Eastman School of Music. Other libraries may be added later if the pilot is viewed as a success. Ralph Papakhian from Indiana University

is the project director and has already spent a week in training with the Music Cataloging Section at the Library of Congress, as well as receiving more basic training locally, since Indiana is already an independent NACO library. Authority records will be contributed to the online file via LSP. A key feature of the project is its "funnel" nature: the project director will train other participants and serve as quality control for the project as a whole, so that from the Library of Congress perspective the project can be treated as a single contributor.

Ben Tucker, chief of the Office for Descriptive Cataloging Policy, Library of Congress, reviewed the status of two major revisions to AACR 2 (*Anglo-American Cataloguing Rules*, Second Edition). This past May the Library of Congress began to apply the new provisions for authors using multiple pseudonyms; the affected headings are being revised to reflect the current policy as they are encountered in the daily cataloging operation, and some of the more major headings have already been re-established as multiple headings. In June a special project began for the revised rule for British place names, and the major headings affected are being converted on a one-time basis.

Mr. Tucker also pointed out that the new loose-leaf compilation of the Library of Congress' *Rule Interpretations*, for sale by the Cataloging Distribution Service of the Library of Congress, is not aimed at the NACO audience. NACO libraries will continue to receive *Rule Interpretations* in the mail from the NACO office at the same time that Library of Congress catalogers receive them. The CDS loose-leaf version will have a time lag of three to six months.

–Suzanne L. Liggett

Guide to the Library Is Reprinted

A new printing of the *Guide to the Library of Congress* is now available in the Library's Sales Shop in the Thomas Jefferson Building. Written by Charles A. Goodrum and Helen W. Dalrymple, and first published in 1982, the *Guide* was revised and updated in 1985 and recently reprinted with changes to reflect the ongoing restoration of the two older buildings of the Library of Congress and the swearing in of a new Librarian of Congress in 1987.

The *Guide to the Library of Congress* is divided into two main sections. The first gives the history of the Library, how it works, and a discussion of some of the treasures of its collections. The second section is for the interested reader or researcher, with short descriptions of each of the Library's public reading rooms and tips on how to use them most efficiently.

Produced through the Clapp Publication Fund by the Library's Publishing Office, the *Guide* may be purchased for $5.95 from the Sales Shop. For mail orders include $2 for postage and send a U.S. money order or check in U.S. dollars drawn on a U.S. bank to The Library of Congress, Box J, Washington, DC 20540.

AMERICAN TREASURY

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This week's question, drawn from the CBS News "American Treasury" series, broadcast each weekday at 3:57 p.m. (EST) on the CBS Television Network, is:

If your wallet contained only a "fin note" and a "sawbuck," how much money would you have?

The answer to last week's question is:

The owl was thought to be wise because of its association with Athena, the Greek goddess of wisdom.

Meetings and Events Around the Library

Thursday, December 15

☐ "Nordic Christmas Celebration," American Folklife Center workshop-demonstration. Mumford Room, 12 noon–1:30 p.m. Free; all welcome.

☐ "Lillian on the Rocks, or Ice in the Proper Position: Conducting Movie Music," Gillian Anderson, Music Division. (D. W. Griffith film will also be screened.) Women's Program Office lecture-discussion. Pickford Theater, 12 noon. Free; no tickets required.

☐ The Armenian/Azerbaijani Controversy: An Historical Background," Levon Avdoyan, reference specialist for classical and Byzantine studies, General Reading Rooms Division. LCPA. Room LM 139, 12:20 p.m.

Monday, December 19

☐ Juilliard String Quartet. Coolidge Auditorium, 8 p.m. Free; no tickets required.

Thursday, December 22

☐ Annual Carol Sing, Great Hall, 11 a.m.

Events are open to the public unless otherwise noted.

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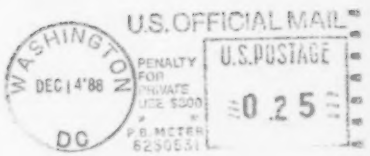

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